

Attachment 1 to FE ND NO. 1-496

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SUBJECT: Letter of Instruction for Chief [REDACTED]

You should try to achieve:

a. A method of semi-annual review of personnel requirements for each FE Station and Headquarters' component. This means that each Station will submit to Headquarters by 15 January a review of its personnel requirements for the year by approved position and by estimated needs. The Station should then review Headquarters' action and its needs by 15 June and submit a second dispatch covering any amendments to its January presentation. Similar papers should be prepared by each FE component (that is, Staff and Branch unit) on the same dates so that your [REDACTED] office will have a clear view of what you have to accomplish. This procedure should cover only officer assignments (as distinct from clerical), both staff and contract.

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b. Using the new CSPS procedures for personnel identification and in consultation with the Staffs and Branches, you should prepare a periodic listing of nominees for rotating positions which will be submitted to Chief, FE for approval and then sent to the Station and Headquarters component as assignments. Where positions are particularly difficult to fulfill, several nominations may be made concurrently giving the Station Chief or the Headquarters' management officer the opportunity to choose from among two or three potential candidates. On the other hand, this should not be done as a matter of course. The Division personnel staff, who will be responsive to your direction, has already a keen appreciation of the needs of most of the jobs in the Division and in most cases it makes no real difference which officer of say GS-11 level is assigned to a particular GS-11 job. We hope to stop the barter system as much as possible by reviewing the FRQ, consulting briefly with the concerned Branches and then directing assignments, thus lifting the endless discussion agony from the backs of the Branch Chiefs.

c. Following the routine assignment, approval, and acceptance your office should see that a Letter of Instruction is prepared by the appropriate authority for the assigned officer in the Field (the COS

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or his designate) or in Headquarters. The LOI for the Station Chief will be prepared by CFE and approved by Chief, [ ] I should pause here to discuss the philosophy of the Letter of Instruction. I wish to institute a system throughout the Division in which the Division's operational program becomes, at the same time, the sum total of valid requirements placed on us by the [ ] and the sum total of the individual Letter of Instruction given to each officer in the Division. The Letter of Instruction is a management tool. Through its use each officer will be informed, by his immediate supervisor both at home and in the field, when he is assigned to an approved job just what he is expected to accomplish. He will be told that at the end of one year in that job his performance will be reviewed on the Fitness Report against the instruction he received in his letter. Hopefully we will reach the position where no officer in the Division can say that he is not sure of what he has been asked to do, while at the same time the management supervisory level will have an adequate tool to evaluate the individual's performance. This is not to be just a bureaucratic exercise. At first it may seem onerous to prepare hundreds of Letters of Instruction, particularly where personnel change jobs so quickly, but as the system smooths out the desk hopping should drop to a minimum. I leave to you the devising of an appropriate form. The description in the Letter of Instruction should perhaps be written to the job itself and a printed card be drawn up which can be personalized for the employee, attached to the job description and given to him. A form letter such as is now given to Station Chiefs to authorize their representation might be a model for the card.

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d. Your office will be responsible for seeing that individual Fitness Reports are reviewed against the individual LOI job descriptions and where discrepancies occur these should be brought to the attention of Chief, FE and to the attention of the appropriate command officers within the Division. You should try to ensure that the past background and experience of each individual officer is examined before a new assignment is made or an extension approved to be sure that his career development is adequately cared for. Such matters as cover continuity, [ ] training, and an allowance for a normal development of his personal and family life should be considered.

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e. We also wish to have you look into a program of cover for the Far East Division. We would like to greatly increase the amount of unofficial cover used by Far East Stations and concurrently decrease the Stations' reliance on official cover but without denigrating the latter. There is, however, a good deal of argument about this proposition and you should read the results of a recent senior staff seminar on unofficial cover. You should also talk to the Cover Division, to the officers in charge of the  program and to the Branch Chiefs about their experience with unofficial cover. After your exploration I would appreciate a paper on unofficial cover programming for the Division. I do not think the paper should be constructed as a paper of implementation but rather one that will contain recommendations. Let me give you a deadline of 1 November for this paper. A staff officer will be assigned to help you in exploring unofficial cover and to assume the burden of work.

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f. As a part of your management duties, your staff will also program and coordinate training for FE Division officers. A unique part of this task will be your responsibility to see that proper career programming for the Division's Career Trainees exists and provides these trainees with challenging and responsible assignments.